

FSMAO-1
AVOIDANCE



SERVICE TO COMMAND
HANDBOOK

29 Aug 01

This booklet is provided as part of an ongoing program to provide assistance and training for all Marines. Its purpose is to provide an overview of basic requirements, adverse trends and recommended solutions in each supply and maintenance management functional area. It's intent is to improve the efficiency and effectiveness of unit supply and maintenance management. At the beginning of each section, a series of indicator questions are provided to cover "blind spots" in each functional area.

Given the incessant pursuit of innovation within the logistics community, the Integrated Logistics Capability (ILC) initiative, and the implementation of ATLASS II +, sound logistical processes are predicated on sound policy and procedures, and Command attention. The effectiveness of this booklet is maximized when used in conjunction with the FSMAO "standardized" checklists; both can become a part of an effective internal review program. Paragraphs 1004 of the Consumer-Level Supply Policy Manual (MCO P4400.150E) and paragraph 4008 of the Marine Corps Integrated Maintenance Management System (MIMMS) Field Procedures Manual (MCO P4790.2C) discusses reviews and inspections of unit procedures.

Please feel free to call our office (Defense Switch Network [DSN] 750-0883/0852, or commercial (910) 450-0883/0852, or fax extension 0957) with your questions, concerns, or recommendations for improvements to this booklet.

Additional useful information is available on line at www.lejeune.usmc.mil/mclcat. The information available includes checklists, Quarterly Trend Reports, Semi-Annual Maintenance and Supply Clarification packages, Waivers, Users Guides for ATLASS II+ (maintenance and supply), ATLASS II+ Adhoc Reports and this booklet.

We look forward to working with you and assisting you in the future in any way possible.

B. T. BURCHELL
Lieutenant Colonel
United States Marine Corps

<u>SECTION I – COMMANDERS GUIDE</u>	<u>PAGE</u>
INDICATOR QUESTIONS FOR THE COMMANDING OFFICER	4
<u>SECTION II – PUBLICATION AND MATERIAL MANAGEMENT</u>	<u>PAGE</u>
DIRECTIVES CONTROL POINT (SUPDCP)	10
<u>SECTION III - SUPPLY MANAGEMENT</u>	<u>PAGE</u>
INDICATOR QUESTIONS FOR SUPPLY MANAGEMENT	12
PUBLICATION MANAGEMENT (SUP001)	16
CONTROLLING AND ACCOUNTING FOR PUBLIC FUNDS (SUP002)	17
PROPERTY CONTROL (SUP003/004)	19
MECHANIZED REQUISITIONING AND FOLLOW-UP PROCEDURES (SUP005)	22
CONTROL OF SERIALIZED SMALL ARMS (CRANE) (SUP006)	25
WAREHOUSES AND ISSUE POINTS (SUP007)	27
INDIVIDUAL CLOTHING (SUP008)	29
DEMAND BASED STOCKS (SUP009)	31
AMMUNITION (SUP010)	34
PETROLEUM, OIL, AND LUBRICANT (POL) (SUP011)	37
PERSONAL EFFECTS (SUP013)	39
INVESTIGATIONS (SUP014)	42
CONTROLLED BLANK FORMS (SUP014)	44
PACKAGED OPERATIONAL RATIONS (PORs) (SUP015)	46
MWR PROPERTY AND PROCEDURES (SUP016)	48
<u>SECTION III - SUPPLY MANAGEMENT (CON'T)</u>	<u>PAGE</u>

LOW DENSITY (LD) USING UNIT ISSUE POINT (UUIP) (SUP017)	49
GARRISON MOBILE EQUIPMENT (GME) (SUP018)	51
PLANT ACCOUNT (SUP019)	52

<u>SECTION IV – MAINTENANCE ADMINISTRATION</u>	<u>PAGE</u>
MAINTENANCE MANAGEMENT STANDING OPERATING PROCEDURES (MMSOP)	54
DESK-TOP PROCEDURES	55
TURNOVER FOLDERS	56
MAINTENANCE-RELATED TRAINING PROGRAM	57
MARINE CORPS INTEGRATED MAINTENANCE MANAGEMENT SYSTEM (MIMMS)	59
SUPPLY SUPPORT	61
PREVENTIVE MAINTENANCE	64
CORRECTIVE MAINTENANCE	66
TOOL CONTROL	67
PUBLICATIONS LIBRARIES	69
EQUIPMENT RECORDS	71
MODIFICATION CONTROL	72
CALIBRATION	73

SECTION I

INDICATOR QUESTIONS FOR THE COMMANDING OFFICER (SUPPLY)

1. Below are questions intended to help you better understand materiel management within the command. They are not all inclusive, but the answers will provide indications as to the day to day logistics capabilities of the unit.

a. What equipment is combat deadlined? What is the status on those items? What is the unit's end item and/or pacing item readiness?

b. Have I appointed Responsible Officers? Have I conveyed their responsibilities for accountability and are they properly reconciling their respective accounts on a quarterly basis?

c. Is my sense of urgency conveyed to all Marines that support my equipment? Do my high priority (01-06) requisitions make it from supply to the maintenance activity the same day it is received?

d. Did the command under/over obligate last fiscal quarter? Fiscal year? Did the command submit a budget and mid-year review as required by higher headquarters? How often does the Supply Officer brief me on the current status of funds?

e. Is the unit excess and/or deficient Table of Equipment items? Have deficiencies been placed on order or identified as unfunded deficiencies? Have disposition instructions been requested for excesses?

f. Are there temporary loans of equipment outside the command without my approval?

g. How often do I sign property adjustment vouchers and Money Value Gain Loss Notices (MVGLNs) (daily/weekly/monthly)?

h. How much is spent annually by the command for SL-3 components for T/E items?

i. Has Supply conducted an annual inventory for all property on hand in the command? What was the dollar value of gains/losses? Any noticeable trends?

j. Are personal effects properly inventoried and stored for personnel separated from their property? Are uniform items seized by Supply for personnel receiving an OTH discharge or granted Appellate Leave?

k. Is an Audit and Verification Officer appointed and does the officer conduct quarterly, unannounced audits of the Authorized Custodian, both primary and alternate?

l. Has the Small Arms Asset Report (CRANE report) been reconciled annually, signed by me, and returned? Are adjustments to the Crane listing made on an as occurring/daily basis for all gains/losses/transfers of serialized weapons?

m. Have I appointed an Arms, Ammunition, and Explosives Officer (AA&E), an Audit and Verification Officer/SNCO for Ammunition and Explosives (A&E)? Has the AA&E Officer/SNCO conducted an inventory on all AA&E assets within the command?

n. Have all personnel in the command who handle, maintain, or account for AA&E been screened in accordance with MCO P4400.150E? Has the command conducted annual AA&E training?

o. Are Packaged Operational Rations (PORs) held on hand without any known commitments? Do personnel not authorized to subsist at Government expense pay for PORs received?

p. Do my maintenance and other commodities/work centers pick up high priority (01-06) requisitions from Supply the same day they are received?

q. Can my supply and maintenance personnel show me in the applicable directive/order the paragraph that guides or instructs the procedures they are taking?

r. Is there a Directives Control Point established within the unit? Are publications reconciled quarterly? Do commodities have an adequate amount of publications on hand to perform their mission?

s. Is ATLASS II+ (ATP) used in such a manner to expedite receipt of repair parts? Are requisitions sent continuously throughout the day to the SMU?

t. Are responsible Marines assigned as ATP Functional System Administrators and are immediate action procedures for system recovery documented and understood?

INDICATOR QUESTIONS FOR THE COMMANDING OFFICER (MAINTENANCE)

1. Below are questions intended to help commanders better understand and appreciate the role and obligations of Maintenance Management Officers. They are not all inclusive, but answers should be indicative of the conditions of the maintenance management program.

- a. How many items of our equipment are deadlined or degraded?
- b. Are commodity managers aware of readiness reportable equipment they possess, and are they reporting it correctly?
- c. Have any of these items been deadlined over 30 days?
 - (1) If so, what corrective actions have been taken?
 - (2) Have all required repair parts been requisitioned, and with appropriate required delivery date (RDD) and "NMCS/ANMCS" indicators?
- d. Are priorities assigned according to appropriate urgency of need designator (UND) and force/activity designator (FAD)?
- e. Is appropriate emphasis placed on validation of high priority requisitions?
- f. Are personnel effectively utilizing Marine Corps Integrated Maintenance Management System (MIMMS) Automated Information System (AIS) output reports or ATP to manage the maintenance activity?
- g. Have appropriate follow-up actions been taken when problems are uncovered?
- h. Is support from external maintenance support activities adequate?
- i. Are there any personnel shortages that impact on unit readiness? If so, has requesting contact team support for over flow maintenance been considered?
- j. Are any technical Military Occupational Specialty (MOS) personnel working out of their MOS? Why?
 - (1) Does this include support billets, such as MIMMS Clerk, Technical Librarian, Shipping and Receiving Clerk, etc.?
 - (2) How long will these people hold these jobs?
- k. Are supervisory personnel actually qualified for the billets assigned?
- l. Is maintenance management training for supervisors provided and well attended?
- m. Is our maintenance management review/command inspection program effective?

- (1) Are checklists available for management reviews/command inspections?
 - (2) What follow-up procedures are required?
 - (3) Are the follow-up procedures being followed?
 - (4) Are the results of the review incorporated into our training plan?
- n. How frequently do Commodity Managers inspect shops; e.g., tool room, calibration, publications, MIMMS AIS or ATP, equipment records, and security and how often is equipment operationally checked?
- o. Is the quality control program effective?
- p. Have any common preventive maintenance or corrective maintenance problems been identified?
- (1) Have these indicators been brought to the attention of operational supervisors?
 - (2) What corrective actions were recommended?
 - (3) Did we turn to supporting maintenance facilities for assistance?
- q. Does the operations and training program provide adequate time for maintenance of equipment?
- r. Are commodities properly scheduling preventive maintenance checks and services (PMCS) in accordance with the intervals prescribed by the applicable technical publications?
- s. Have PMCS requirements for equipment been established, when a specific preventive maintenance interval is not indicated in the associated technical manuals?
- t. Are commodities properly documenting maintenance services performed?
- u. Is PMCS emphasized to operators?
- v. Is equipment assigned to specific operators whenever possible?
- (1) Are operators held accountable for the PMCS of their equipment?
 - (2) Is encouragement offered to those personnel who perform well?
- w. Is a "motor stables" concept used for PMCS whenever practical?
- x. What types of technical training have we provided to operators and mechanics?

(1) Who presents the classes?

(2) Who critiques the classes?

y. Are appropriate personnel participating in and taking full advantage of maintenance related programs? Examples of such programs are:

(1) Joint Oil Analysis Program (JOAP), MCO 4731.1_

(2) Contact Team Support

(3) Preventive Maintenance Stand Down

(4) Administrative Storage Program

(5) Corrosion Prevention and Control (CPAC) Program, MCO 4790.18, formerly known as Corrosion and Wear Control (CWC)

(6) Repair and Return (R&E) Program

z. Are inventories on all sets, kits and chests, and collateral equipment to include sub-kits, conducted within the prescribed time frames?

(1) Are stock lists/supply catalogs up to date?

(2) Are inventories properly recorded, maintaining them for one year?

aa. Is there any evidence of significant willful damage or pilferage in any of our areas?

bb. Are the mechanics/technicians losing or breaking many tools/test equipment?

(1) Can breakage be attributed to poor quality or to improper use of tools/test equipment?

(2) Are personnel held accountable for lost or damaged tools/test equipment?

(3) Are all tools authorized?

cc. Are any additional equipment needs required to support our maintenance mission? How about excess equipment?

dd. Are requisitions for deficiencies submitted in a timely manner?

ee. Is all equipment requiring calibration submitted in a timely manner?

ff. Is the armory maintaining the packing lists for the gages enrolled in the Infantry Weapons Gage Calibration Exchange Program (IWGCEP)?

gg. Is all Test, Measurement, and Diagnostic Equipment (TMDE) calibrated only to the extent needed?

hh. Are the number of directives and technical publications on hand adequate to support our mission?

ii. Are any excess publications on hand that are no longer required?

jj. Does the Publications Listing (PL) reflect sufficient quantities of publications?

(1) If not, when was the last Publications Listing review conducted?

(2) Has action been taken to get the required publications?

(3) Have required changes to publications been incorporated properly?

kk. Are required modifications to equipment promptly applied and recorded?

ll. Are there any problems that the commodity managers cannot resolve without the commander's assistance?

mm. Is there a need for a Pre-Expended Bin (PEB) or Demand Supported Stocks to reduce maintenance cycle time?

nn. Would an Administrative Storage Program (ASP) improve a personnel shortage situation or improve time utilization of operators and mechanics?

SECTION II

DIRECTIVES CONTROL POINT (SUPDCP)

1. Requirements: Each unit must ensure adequate publications and directives are on hand, an adequate internal distribution system exists within the unit, publications and directives are maintained up to date, missing publications and directives are procured in a timely manner, and prompt action is taken to adjust inventories as requirements change.

2. Adverse Trends

- a. The unit has not established a DCP.
- b. The unit does not possess sufficient publications to perform their mission.
- c. The unit does not have an effective system to requisition, track, receipt, or distribute publications.
- d. The unit does not have an effective system for the internal distribution and retrieval of publications for their identification, filing, and maintenance.
- e. The unit does not conduct a quarterly and annual Publications Listing (PL) Review.
- f. Quantities listed on the PL do not reflect quantities listed on the Internal Distribution List

3. Solutions

- a. Ensure that a Directives Control Point is established for the command, and that the unit's Individual Activity Code is correct in the Marine Corps Publications Distribution System (MCPDS).
- b. Ensure that the unit has sufficient quantities of publications to perform their assigned mission.
- c. Requisition, receipt, and distribute required publications, in accordance with MCO P5600.31_, MCO P5000.14_, and UM 5605 – UM MCPDS.
- d. Ensure an effective internal distribution system is established for the identification, filing, and maintenance of publications, in accordance with MCO P5215.17_, MCO P5600.31_, MCO P4790.2_, and MCO P5000.14_
- e. Ensure that a quarterly update, inventory, and review of the PL is conducted, in accordance with MCO P4790.2_

4. References

- a. MCO P4790.2_
- b. MCO P5000.14_
- c. MCO P5215.17_
- d. MCO P5600.31_
- e. TM 4700-15/1_
- f. UM 5605 – UM MCPDS
- g. UM PLMS

SECTION III

INDICATOR QUESTIONS FOR SUPPLY MANAGEMENT

1. Below are questions intended to help you better understand and appreciate the scope of the supply functional area. They are not all inclusive, but the answers will provide a clue as to the job your unit is doing to actively and accurately manage your supplies, equipment, and related records.

a. Do you have any Table of Equipment (T/E) deficiencies? How many are unfunded deficiencies? Are the funded deficiencies on requisition? Do we have excesses? If so, what are they, why, and have they been reported to higher Headquarters for redistribution instructions and/or submission of WIR? Do you have pending Table of Equipment/Allowance Change Request (TOCR) for excesses?

b. Are requisitions submitted in a timely manner? Are reconciliations conducted? Are they effective?

c. What are the procedures for obtaining supplies from the Direct Support Stock Control (DSSC) activity and Supported Activities Supply System (SASSY) Management Unit (SMU)? Any problem items? For reserve units: What are the problems in obtaining supplies?

d. Are all Consolidated Memorandum Receipts (CMRs) or ATP Section Materiel File (SMF) current and signed?

e. Do you have problems with Responsible Officers (ROs) signing their CMR/SMFs within the established 15 day time frame?

f. Are adequate procedures in place to resolve discrepancies from the CMR/SMFs to the Commanding Officer as a request for investigation or adjustment to the property records?

g. What are our funding limitations for the quarter? How does this compare to last quarter? What is our available balance? Are we on track to meet spending percentages established by the major command? Are commodity managers involved in the budget formulation and execution process?

h. How many back orders do you have that are older than 30 days?

i. Do we have up-to-date or current status on all of our requisitions? Do we submit follow-ups when required?

j. How timely and effective is our support from the SMU?

k. Do you and your Supply Chief have a good working relationship with the Customer Service Section of the SMU? Any problems? Do you and your section have a good working relationship with the Major Subordinate Command (MSC) Supply Office? Any problems?

l. What deficiencies exist on the Loaded Unit Balance File (LUBF)/Retail A report and Mechanized Allowance List (MAL)/Unit Materiel File (UMF)/Retail C report? Have they been corrected? What trends have been identified?

m. How many adjustment transactions (Document Identifier Codes [DICs] D8_/D9_) to the accountable records did we have last month? Are adjustment transactions submitted for approval in a timely manner? Has the Money Value Gain/Loss Notice (MVG/LN) been signed by the Commanding Officer?

n. How many cash and checkage sales did we conduct last month? Are we losing equipment during field exercises? Are Marines held accountable for the loss/damage to Government property, when appropriate? Are Marines properly counseled and are their missing gear statements processed properly and in a timely manner?

o. What problems are we having with the custody, issue, and recovery of individual weapons and collateral equipment? Is the armorer trained to your satisfaction?

p. Is the Audit and Verification Officer conducting surprise unannounced visits at least once a quarter? Is he coming about the same time every quarter or are the visits conducted at irregular intervals? Is he thoroughly familiar with the requirements of this additional duty?

q. Are personal effects inventories being accomplished within established time frames? Is the Personnel Section providing the Supply Section with a daily morning report to allow their supervision of the personal effects process?

r. Are we having any problems obtaining publications? Are we aware of the current changes to the publications system?

s. What is the status of my mount-out in our deployment block? Attainment percentage? Do we have any deficiencies? (NOTE: Applicable only for Marine Air-Ground Task Force [MAGTF] deployment)

t. Do you have desktop procedures? What subjects are covered? Are your procedures current?

u. Do you have a turnover file for your relief? What significant areas have you covered?

v. Do we have a Petroleum, Oil, and Lubricant (POL) issue point? Is the POL accounted for in accordance with current instructions? Are the cognizant personnel aware of these accounting requirements?

w. What type of POL do we store and issue, and do we have receipts and issue logs for each dispensing point? Is the last working day of the month inventory conducted and adjustments made and signed as required?

x. Is your personnel staffing adequate? Are people trained to your satisfaction? What about cross-training of personnel? Regardless of their rank, are personnel holding supply Military Occupational Specialty (MOSs) qualified to hold the billet assigned? Are we taking maximum advantage of both formal and informal courses of instruction? Are we training to the current Individual Training Standards (ITS) reflected in MCO 1510.73?

y. Does the Asset Tracking for Logistics and Supply System (ATLASS) Functional Systems Administrator (FSA) conduct daily backups, uploads, downloads, rebuilds, and archives of data as required? Does he have a SOP? Is there more than one FSA assigned for the unit?

z. Do we have Packaged Operational Rations (PORs)? Are the accounting procedures adequate? Is there an adequate audit trail established to track rations from acquisition to consumption?

aa. Do we have the "certificate of relief" from the previous Commanding Officer and the previous Supply Officer and are they retained for five years?

bb. Is the Supply Section maintained in a neat and orderly state at all times? Remember that if paperwork is adrift and the area is in a disorganized state, productivity is reduced.

cc. Have we published a short directive that explains to all individuals of the command how to obtain support from the Supply Section? Remember, this directive shouldn't try to explain the tasks of supply personnel or how they will obtain items, but rather, only how to obtain support from supply.

dd. Is the checklist left by FSMAO at the conclusion of the last analysis/assistance visit used as both a management tool and a checklist to assist in maintaining an effective logistics posture? Is this checklist disseminated to the skill level personnel? Do you have the most current checklist?

ee. Do you have on hand, and are you familiar with, NAVMC 2599, "A Guidebook for Commanders Materiel Management"? (Publication Control Number 100 013125 00 applies)

ff. Have you reviewed the supply policies set forth in MCO P4400.150_ (Consumer Level Supply Policy Management Manual)?

gg. Do you have an effective internal review process? Are FSMAO checklists used? Do you train to the deficiencies identified?

hh. Does our operations and training program devote adequate time purely to the maintenance of property records?

ii. Have we requested purchasing support from major Department of Defense (DoD) installations located nearby? Have we documented "in writing" that adequate purchasing support cannot be provided?

jj. Have we established adequate controls to ensure toll tickets, parking fees, and gasoline purchases are properly utilized?

kk. How do we determine if an individual has actually worn out uniform clothing while attending drills and who is authorized to make the determination? Do we conduct an annual inventory of all enlisted Select Marine Corps Reserve (SMCR) personnel's clothing and compare the results to the Individual Clothing Records?

ll. Are we having any other problems that I can help resolve at my level?

PUBLICATION MANAGEMENT (SUP001)

1. Requirements: Each unit must ensure that:

- a. Required directives and publications are on hand in sufficient quantities.
- b. An Internal Distribution List (IDL) is established.
- c. Directives and publications are maintained up-to-date.
- d. Prompt action is initiated to increase or decrease inventories as requirements change.
- e. Requisitions for all required changes are submitted in a timely manner.
- f. Conduct follow-ups on outstanding publication requirements with the Directives Control Point (DCP).

2. Adverse Trends

- a. The Publications Listing (PL) review is not properly conducted in order to update inventories as requirements change.
- b. The IDL is inaccurate or not maintained current, thereby not facilitating effective distribution and control of publications.
- c. Reconciliations are not conducted with the DCP on outstanding publication requirements.

3. Solutions

- a. Ensure a quarterly review is conducted following step-by-step procedures. Determine which publications are required and in what quantities. Ensure following the review, the PL is updated within MCPDS.
- b. Conduct follow-ups on outstanding publication requirement.

4. References

- | | | |
|-------------------|------------------|---------------|
| a. MCO P5600.31_ | d. MCO P5215.1_ | g. NAVMC 2761 |
| b. MCO P4790.2_ | e. MCO P5215.17_ | h. SL-1-2/1-3 |
| c. MCO P4400.150_ | f. UM 4400-124 | |

COLLECTING AND ACCOUNTING FOR PUBLIC FUNDS (SUP002)

1. Requirements: Each unit must collect, account for, and turn-in funds received from the sale of Government property and Packaged Operational Rations.

*NOTE: It is recommended that units establish folders containing the letters which appoint Authorized Custodians, Audit and Verification Officers, Administration Officers for International Merchants Purchase Authorization Card (IMPAC) programs, and IMPAC cardholders. Next, prepare a separate cover sheet reflecting the chronological history of appointment, endorsements, and revocations over the past five years. This provides a quick method to determine if all required letters are on file.

2. Adverse Trends

- a. Funds collected are not deposited when required.
- b. Unannounced audits and verifications are often not performed on an "irregular" basis.
- c. Unit diary entries made by S-1 for applicable Marines consuming rations while in a field duty status are not accomplished when required.
- d. Collection documents are incorrectly completed.
- e. Proper counseling of individuals prior to acceptance of voluntary reimbursement to the Government is not properly accomplished.

3. Solutions

- a. Funds collected should be turned-in as specified in directives from higher Headquarters.
- b. Quarterly unannounced audits and verifications should be performed in accordance with the appointing letter.
- c. Audits and verifications should verify procedures and collection documentation in addition to ensuring funds are properly accounted for.
- d. Ensure that unit diary entries are accomplished for members consuming Packaged Operational Rations (PORs) while in a field duty status, or collect the necessary cash prior to departure to the field for those meals requested by Marines.
- e. Ensure members are correctly counseled on all of their individual rights prior to accepting voluntary reimbursements to the Government.

4. References

- a. DoD 7000.14-R
- b. MCO P1080.35_ (PRIM)
- c. MCO P4200.15_
- d. MCO P4400.150_
- e. MCO P10110.14_
- f. MCO 10110.40_
- g. MCO P10120.28_
- h. UM 4400-15
- i. UM 4400-124
- j. ALMAR 120/98

PROPERTY CONTROL (SUP003/004)

1. Requirements: Each unit must ensure Table of Equipment (T/E) assets are accurately accounted for using the Mechanized Allowance List (MAL)/ATP Unit Materiel Report (UMF), ATP SMF, Memorandum Receipt for Individual/Garrison Equipment (IMR card), and Equipment Custody Records (ECR cards). These listings provide visibility of items required to be on hand or on order. The CMR/SMFs, IMRs (unless the Supply Inventory Reporting System, (SIRS), or ATP is used to mechanize this function), and ECRs are the subcustody records for the items of equipment in the hands of your Responsible Officers (ROs)/Individuals (RIs). For SASSY units, the Voucher File (VOCF) provides an audit trail for adjustments to these records. Each unit must maintain adequate controls over property temporarily issued to an individual or other organization. When property is temporarily loaned, the records must specify the period of the loan; e.g., 30 days. Assets withdrawn from the Defense Reutilization and Marketing Service (DRMS) must be accounted for properly, and in some instances, prior authorization obtained. It is important to note that the Commander (CO) is "accountable" by virtue of his billet, while the Supply Officer and other individuals are merely "responsible" within the purview of their assignments.

2. Adverse Trends

a. Items of equipment which are listed as on hand on the unit's MAL/UMF can not be accounted for between the subcustody records or physically located in supply warehouses.

b. For non-ATP units, the Asset Tracking for Logistics and Supply System (ATLASS) MAL/UMF and the mainframe MAL/UMF are not reconciled quarterly as required.

c. Information is posted to CMR/SMFs without supporting documentation, such as interim receipts, to establish a clear chain of custody.

d. Serialized items are not accounted for by their unique serial number on the CMR/SMF.

e. ROs often exceed the time frames required to validate and sign their CMR/SMFs. Additionally, the circumstances for variances to CMR/SMFs are not being fully stated by the RO, and in the event adequate justification is not provided, requests for investigation are not being forwarded to the CO.

f. The voucher file is not maintained as required. Discrepancies such as insufficient explanations for voucherable gains and losses, not maintaining the letters of unserviceable property to support the transfer or evacuation of controlled items, and required supporting documentation for issues to disposal (Document Identifier Code [DIC] D7J) and issues to rollback from a using unit to the general account/supply source (DIC D7P) are not maintained; i.e., a "proof of delivery" (POD). The absence of voucher file documentation does not allow continuity for the required audit trails.

g. Individuals that have equipment issued to their custody are often transferred or discharged without turning in the equipment. The absence of the monthly alpha roster to

reconcile IMR card/SIRS often precludes the timely identification and adjudication of this condition.

- h. Causative research for property balance variances are not conducted when required.
- i. Temporary loans exceed the required return date with no authority for a loan extension on file.
- j. Temporary loans are executed for periods of up to one year without the CO's authorization.
- k. Individual equipment ("782 gear") is issued to members of the unit as temporary loans.
- l. T/E and garrison property assets withdrawn from DRMS are not properly accounted for; i.e., loaded to the MAL/UMF and respective CMR/SMF(s).
- m. Principle end items (PEIs) withdrawn from DRMS for the removal of authorized components and repair parts do not have a clear audit trail of their return to DRMS.
- n. PEIs withdrawn from DRMS for unit retention have not been requested and approved by the Commander, Marine Corps Logistics Bases MARCORLOGBASES), Albany, Georgia.

3. Solutions

- a. All property should be physically inventoried at least once a year. CMR/SMFs should be reconciled quarterly as prescribed in paragraph 2006 of MCO P4400.150_, and UM 4400-124, unless the major subordinate command has documented a semiannual time frame in accordance with UM 4400-124.
- b. In order to support a change to the property records, supporting documentation must be provided in accordance with UM 4400-124.
- c. Ensure that serialized items are accounted for by their USMC/manufacturer's serial number on the CMR/SMF in accordance with UM 4400-124, and P4400.150_.
- d. Ensure that incident to a change of ROs, a physical inventory (preferably a joint effort between incoming and outgoing RO) is accomplished within 15 days of appointment, in accordance with MCO P4400.150_. Ensure ROs verify on hand quantities and serial numbers quarterly on the CMR/SMF within 15 days of receipt in accordance 4400-124. Ensure that CMR/SMF adjustments are forwarded to the CO within five days in accordance with the guidance contained in MCO P4400.150_.
- e. Ensure the Voucher file is maintained in accordance with UM 4400-124, and MCO P4400.150_, in order to provide a clear audit trail for accountability purposes.
- f. Ensure all property issued to individuals is recovered prior to separation or discharge, in compliance with MCO P4400.150_.

g. Ensure that the required causative research for property stock balance variances is conducted in accordance with MCO P4400.150_.

h. Ensure procedures are established for the timely review and recovery of materiel issued on temporary loan.

i. Ensure that the CO has authorized long term temporary loans (in excess of 30 days). Further, persistent long-term temporary loans should be reviewed for T/E action; i.e., special or regular allowance modification.

j. "782 gear" temporary loans within the unit should be avoided as these "double issues" could confuse subsequent warehouse checkout actions and delay the adjudication of lost/missing materiel.

k. All T/E and garrison property withdrawn from DRMS and retained by using units must be accounted for on the MAL/UMF and subcustodied on the CMR/SMF, or by some other means.

l. All PEIs withdrawn from DRMS for the removal of components and/or repair parts must have a clear audit trail identifying their subsequent return to DRMS; i.e., supporting documentation.

m. All PEIs withdrawn from DRMS to fill T/E, or other, deficiencies, must have prior approval from MARCORLOGBASES (Codes 830 or 840, depending on the PEI).

n. For non ATP units, ensure the ATLASS MAL and the mainframe MAL are reconciled on a quarterly basis.

4. References

a. MCO P4400.150_

f. Reserve Units: Division/Wing Supply SOP

b. MCO P4400.162_

g. CMC Washington, DC MSG 060101 APR 95

c. MCO 4500.11_

h. ALMAR 222/95 CMC MSG 020102Z AUG 95

d. UM 4400-124

e. UM 4400-15

MECHANIZED REQUISITIONING AND FOLLOW-UP ACTION (SUP005)

1. Requirements: Each unit must requisition equipment deficiencies and repair parts requirements, perform file maintenance procedures for all outstanding requisitions, and receipt for all items as requisitions are filled. This action is accomplished either entirely through ATP or through the SASSY via ATLASS.

NOTE: When receipting for materiel at the unit's Supply Section, complete the "quantity, condition code, and warehoused by and date" blocks on the Department of Defense (DoD) Single Line Item Release/Receipt Document (DD 1348-1). When the materiel is picked up by the requisitioning section, have them sign the "received by and date" blocks of the DD 1348-1. This will provide an audit trail and a "proof of delivery". Remember, supply support will be as good, or as poor, as the Supply Section and the customer allow it to be.

2. Adverse Trends

a. Inadequate procedures exist to ensure timely receipt of materiel released from the SASSY Management Unit's (SMU's) General Account; i.e., those documents with a shipment status of BA, M8, BH, or UH posted to the ATP Document Control File (DCF) or the SASSY Additional Demands List (ADL) and the Due and Status File (DASF).

b. Frequently, procedures to ensure timely identification of delinquent shipments from Integrated Materiel Managers (IMMs, or sources of supply [SOS]) do not exist, or are not aggressively pursued. Tracer action to the local Traffic Management Officer (TMO) is not accomplished, nor are Supply Discrepancy Reports (SDRs) submitted.

c. Incomplete procedures occur in receipt processing; e.g., loss of receipt documentation, failure to ensure complete processing of input data, and failure to correct exceptions or edit errors as they occur. Further, incorrect Routing Identifier Codes (RICs) are entered on the D6T transaction; specifically, the SMU's RIC vice the RIC of the applicable SOS.

d. Reconciliation between the ATLASS DASF and the mainframe DASF is not being conducted.

e. In some instances, supply status is misinterpreted resulting in a failure to identify necessary corrective action.

f. Effective reconciliation of outstanding requisitions are not conducted with Commodity Managers, at least once every two weeks, to ensure continued validity of requirements.

g. Procedures are not in effect to ensure priority assignments on requisitions comply with MCO 4400.16_.

h. The lack of timely identification of excess assets on the Loaded Unit Balance File (LUBF)/Retail A File and not taking aggressive action to pursue their disposition distorts this accountable record and precludes a viable audit trail.

i. For non-ATP units, the ATLASS LUBF and the mainframe LUBF are not being reconciled on a quarterly basis.

k. The processing of additional demands received from supported customers was not within the established time frames.

3. Solutions

a. Develop a positive attitude among supply personnel, aggressively pursuing backorders until the required item is received.

b. Ensure all shipment status from the SMU is closely monitored and initiate inquiries for overdue shipments. Further, initiate timely inquiries of the SMU for requisitions resident at that source of supply with excessive backorder (BB) status; e.g., over 30 days for a priority 13 requirement.

c. Ensure procedures to identify delinquent shipments are developed and followed. Provide training in the correct interpretation of the decision tables available in current directives ensuring corrective action is implemented in a timely manner.

d. Monitor receipt processing ensuring all POD documents are forwarded to the ADL clerk. It is recommended that all requisitions received via the mail system receive special attention. Further, ensure the RIC of the applicable SOS is entered on each D6T transaction to allow SASSY to create the correct materiel receipt acknowledgment (DIC D6S) transaction.

e. Ensure all exceptions and edit errors relating to the processing of receipts are forwarded to the ADL clerk. Ensure exceptions or edit errors are promptly corrected and inducted into the next SASSY update ("cycle").

f. Provide training in the correct interpretation of supply status codes, ensuring the codes are understood and correctly used as applied to the command's requisitions.

g. Ensure the required semi-monthly reconciliations are conducted with all applicable commodity sections to determine the continued requirement for all outstanding requisitions. For ATP units the focus can shift entirely to problem documents and improving ESD's.

h. Ensure the criteria for requisition priority assignments described in MCO 4400.16_ is understood and followed.

i. Ensure submissions of requisitions from the commodity sections are within the established time frames contained within MCO 4400.16_.

j. Ensure that adequate procedures exist for the identification, mechanized visibility (i.e., LUBF), and subsequent disposition of excess assets.

k. For non-ATP units, ensure the ATCLASS DASF and the mainframe DASF are reconciled quarterly.

l. For non-ATP units, ensure the ATCLASS LUBF and the mainframe LUBF are reconciled quarterly.

4. References

- a. UM 4400-124
- b. UM 4400-123
- c. UM 4400-71
- d. MCO 4400.16_
- e. MCO P4400.150_
- f. MCO P4400.82_
- g. UM 4400-15
- h. UM 4790-5
- i. TM 4700-15/1_
- j. CMC MSG 020102Z AUG 95
- k. ALMAR 229/95
- l. CMC MSG 220101 JAN 97

CONTROL OF SERIALIZED SMALL ARMS (CRANE) (SUP006)

1. Requirements: Each using unit possessing or having an allowance for small arms is required to report all serial numbers to the Naval Surface Warfare Center, Crane Division (NAVSURWARCENDIV), Crane, Indiana. An annual verification of all quantities and serial numbers is required and is initiated by NAVSURWARCENDIV, Crane. Subsequent reports are required when changes in custody are initiated and must be accomplished on an "as occurring/daily basis."

2. Adverse Trends

- a. Changes in custody are not reported on an "as occurring/daily basis."
- b. Copies of supporting documentation for these changes are not retained, thus negating a viable audit trail.
- c. Reconciliation between the accountable record (the Mechanized Allowance List [MAL/UMF]), subcustody records (the Consolidated Memorandum Receipts [CMR/SMFs]), and the latest annual CRANE report with all subsequent changes reveal unsubstantiated on hand and/or serial number imbalances.
- d. Annual inventories were not validated within the 45 days timeframe, nor did the accountable officer (i.e., the Commanding Officer [CO]) certify them.
- e. Serial numbers were not certified on all receipt documentation, as received and correct.

3. Solutions

- a. Ensure change of custody to and from the unit are properly documented and reported as they occur in accordance with paragraph 8 of MCO 8300.1_. This requires close coordination between the Supply Section and the Armory/Ordnance Section.
- b. Ensure that the MAL/UMF, CMR/SMF(s), and CRANE records are reconciled to identify on hand quantity and/or serial number variances, as appropriate. Take advantage of the existing requirements for monthly serialized armory inventories, quarterly CMR/SMF reconciliation's, annual Table of Equipment (T/E) physical inventories, and annual CRANE reconciliation's.
- c. Complete the annual CRANE reconciliation in accordance with the enclosed instructions and ensure the CO signs and returns the original to NWSC, Crane within the required 45-day time frame.
- d. Annotate the receipt documentation (e.g., Department of Defense [DoD] Single Line Item Release/Receipt Document [DD 1348-1]) to reflect the "certification" of all serial numbers. This action is in addition to the normal receipting annotations required on the DD 1348-1.

4. References

- a. MCO 8300.1_
- b. MCO P4400.150_
- c. OPNAVINST 5530.13_
- d. UM 4400-124

WAREHOUSES AND ISSUE POINTS (SUP007)

1. Requirements: Each unit must maintain all equipment including sets, kits, and chests in a complete, ready-for-issue condition. Suitable storage containers or pallets must be provided along with both an appropriate location assignment and corresponding stock location file. Additionally, materiel storage must be designed and maintained in such a manner that fire and personnel safety are prime considerations.

2. Adverse Trends

a. General supply sets, kits, and chests are maintained incomplete. Additionally, inventories of sets, kits, and chests are not accomplished during the required time frames, and the SL-3 or an extract is not maintained for each individual set, kit, or chest.

b. The required stock location system, including a stock location file and location assignment, has not been established or maintained.

c. Flammable materiel, such as paints, thinners, gasoline, acetylene, etc., is being stored in warehouse storage spaces.

d. The Memorandum Receipt for Individual/Garrison equipment (Individual Memorandum Receipts, or IMRs) file is not checked against the unit's personnel roster monthly to ensure all personnel are checking out with the Supply Section prior to transfer.

e. Tools are on hand and not associated to an authorized kit, set, or chest, and/or a Commanding Officer's (CO's) Allowance List (garrison peculiar requirements only).

f. Storage areas lack an effective safety awareness program (i.e. no safety board, caution signs, protective clothing, firebills, extinguishers, and unsafe Material Handling Equipment (MHE)).

g. Water cans are not kept clean and serviceable

3. Solutions

a. Ensure all sets, kits, and chests are maintained complete, that all required inventories are conducted, and all documentation, including SL-3s or extracts, are on hand and current for each set, kit, and chest.

b. Ensure a stock location file is maintained for all warehouse and storage areas. Ensure all storage containers and pallets are assigned an appropriate location.

c. Ensure all storage containers are serviceable and in a deployable state of readiness.

d. Ensure hazardous materiel is not stored in the unit's warehouse.

e. Ensure the IMR file is reconciled with the unit personnel roster on a monthly basis.

f. Ensure all tools on hand are associated to an authorized kit, set, or chest, or on the CO's Allowance List for garrison peculiar requirements only.

g. Ensure an effective safety and security program has been established to safeguard both personnel and equipment.

4. References

a. DoD 4145.19-R-1

b. MCO P4400.150_

c. MCO P4450.7_

d. UM 4400-124

INDIVIDUAL CLOTHING (SUP008)

1. Requirements: The Commanding Officer (CO) must ensure all assigned personnel possess the quantities of serviceable uniforms specified in current clothing allowance lists. Authorized clothing allowances include, supplementary or special initial clothing allowances which are authorized under the Clothing Monetary Allowance System to enlisted personnel when they are assigned to a tour of duty that requires extra clothing for the performance of such duty. All extra clothing allowances will be recorded by inserting the Individual Clothing Record (ICR) (NAVMC 631 [male clothing record] or NAVMC 631a [female clothing record]), as appropriate, in the document side of the individual's Service Record Book (SRB).

2. Adverse Trends

a. The issue and on hand blocks of the NAVMC 631 or 631a, as appropriate, were not properly annotated, nor were the dates properly reflected.

b. NAVMC 631a's were not prepared to document the issue of the Women Marine's (WM's) maternity uniform.

c. The individual's SRB did not contain a NAVMC 631 or 631a, as appropriate, to support supplementary clothing issues. This discrepancy often begins at the individual's last command and is perpetuated by his/her current command.

d. Stock Record and Inventory Control Cards (NAVMC 708s) are not maintained for Condition Code B (recovered) clothing, grade insignia, service stripes, Selected Marine Corps Reserve (SMCR) medals, and small arms qualification badges/bars held in stock.

e. Copies of Combined Individual Clothing Requisition and Issue Slips (NAVMC 604s) are not properly filed.

f. Replacement issues are not properly screened to ensure only articles of clothing rendered unserviceable while attending drills are replaced at Government expense.

3. Solutions

a. Establish the appropriate ICR for all supplementary issues, to include those previously initiated at the last command, in accordance with MCO P10120.28_.

b. Interview all Marines and screen all SRBs during the check-in process to determine if supplementary issues have occurred at the last command and require NAVMC 631/631a action at this time.

c. Compare the unit alpha roster to the NAVMC 631s on file for reservists ensuring existing NAVMC 631s are up to date. NAVMC 631s on hand for individuals no longer with the unit should be forwarded to the command where the individual's SRB is located.

d. Remember, NAVMC 708s are required for all Condition Code B clothing in stock. The only Condition Code A clothing authorized for stock is insignia, grade and stripe, SMCR medals, and small arms qualification badges/bars.

4. References

- a. MCO P10120.28_
- b. MCBul 10120 (Clothing Allowances) published annually
- c. UM 4400-15

DEMAND SUPPORTED STOCKS (SUP009)

1. Requirements: Demand supported stocks are those quantities of expendable and nonexpendable items which are not allowance items but are authorized to support mission requirements based on usage or authorized protected levels. An item may be maintained in demand supported stock if there are at least six requisitions for that item within six consecutive months. Further, items not meeting prescribed stockage criteria but required to ensure mission accomplishment may be stocked as "insurance items". All demand supported stocks on hand must be maintained as "serviceable, ready-for-issue".

2. Adverse Trends

a. Low Density demand supported stocks only (in support of a Repairable Issue Point with Initial Issue Provisioning/Insurance Item authorization only).

(1) Units are not participating in the annual review of secondary items.

(2) Assets stocked are not associated to an active Initial Issue Provisioning (IIP) project, nor have they been identified and authorized as insurance items by the Commanding Officer (CO).

(3) Assets stocked at the unit do not have a Combat Essentiality Code (CEC) of "5"; the appropriate CEC challenge has not been initiated, or approval to deviate from the authorized stockage criteria has not been obtained from the major subordinate command (MSC).

(4) Assets are stocked at both the unit and the supporting SMU, which constitutes a layering of stocks.

b. Demand supported stocks only.

(1) Assets are stocked at the unit without the approval of the Force Commander.

(2) Assets are stocked at the unit, which do not have the minimum required demand.

c. Demand supported stocks and LD demand supported stocks

(1) Assets have an on hand quantity resident on the unit's Loaded Unit Balance File (LUBF) and cannot be physically located in the supply warehouse.

(2) Excess items are on hand without the initiation of the proper supply management actions.

(3) Causative research for property stock balance variances are not conducted when required.

(4) For non-ATP units proper research is not conducted prior to processing requisition transactions, as indicated by the B04, B13, and B14 LUBF exceptions resident on the LUBF Exception Listings.

(5) The required supporting documentation to provide an audit trail for over-the-counter issues (Document Identifier Code [DIC] D7A transactions) are not maintained.

(6) Issue to rollback transactions (DIC D7P) are not completed in a timely manner; i.e., the transaction processed, but the assets were never transferred, or vice versa, and supporting documentation (a proof of delivery [POD]) was not retained.

3. Solutions

a. Conduct an annual review of all LD demand supported stock assets per MCO P4400.150_.

b. Allowances for LD demand supported stock must be established per MCO P4400.150_.

c. Stockage criteria for LD demand supported stock must be limited to CEC "5" items, or appropriate CEC challenges must be initiated per MCO P4400.150_. Any deviation from the selection criteria provided in MCO P4400.150_ must be justified and approved by the MSC per MCO P4400.150_.

d. All consumer-level supply organizations maintaining demand supported stocks must receive the authorization of the appropriate Force Commander MCO P4400.150_.

e. Demand supported stock can only be maintained if there is six demands (requisitions) within a six month period; however, once eligible, stock levels are determined by the average 30-day usage and the order and shipping time (OST). MCO P4400.150_ refers.

f. Using units must not maintain LD demand supported stock that is also stocked by the SMU per MCO P4400.150_.

g. Conduct the required annual inventory per MCO P4400.150_, and maintain the LUBF/Retail A File accurately through effective internal reviews. The use of additional inventories, screening of the voucher file, use of the FSMAO and Lakes Helper "Natural Programs," etc., are recommended.

h. Return all excess Class IX repair parts to the supporting SMU per MCO P4400.150_ and UM 4400-124.

i. Conduct causative research for balance record variances per MCO P4400.150_.

j. Ensure that on hand demand supported stocks are checked and issued prior to processing requisitions. Ensure that LUBF exceptions are worked when received and appropriate corrective actions submitted, when required, per UM 4400-124.

k. Ensure that an audit trail, in the form of a DoD Single Item Release/Receipt Document (DD 1348-1), or some other form of signed receipt, be maintained in the unit voucher file for all DIC D7A transactions per MCO P4400.150_ and SECNAVINST 5212.5_.

4. References

- a. MCO P4400.150_
- b. UM 4400-124
- c. SECNAVINST 5212.5_

AMMUNITION (SUP010)

1. Requirement: Each unit is responsible for the security and accountability of ammunition and explosives on hand in the unit.

2. Adverse Trends

a. An Equipment Custody Record (ECR - NAVMC 10359) is not used to subcustody security ammunition to responsible individuals. When the custody record is used, it often does not reflect changes of responsible individuals, recording of inventories as they occur, changes to the quantity of ammunition subcustodied, or lot numbers of the ammunition.

b. Security ammunition and the associated weapons are stored together in the same container within the Armory.

c. Approved issue transactions, vouchers, and expenditures of rounds reports are not maintained on file to show a complete audit trail for the disposition of issued ammunition.

d. Inert ammunition is not properly certified and labeled by Explosive Ordnance Disposal (EOD) personnel; i.e., ammunition and ammunition casings are used for display purposes without proper authorization.

e. An accountable record (e.g., Ammunition/National Stock Number [NSN] Lot Number Record [NAVMC 10774]), is not established for ammunition assets; specifically, security ammunition.

f. Annual inventories are not conducted and documented.

g. Notices of Ammunition Reclassification (NARs) are not reviewed, nor appropriate action taken for those assets maintained within the unit.

h. Inactive, or filled, NAVMC 10774s are not retained in a completed history file for three years.

i. Unaccounted for quantities of applicable ammunition are not made the subject of a Missing-Lost-Stolen-Recovered (M-L-S-R) report, when required.

j. Arms, Ammunition and Explosives (AA&E) Officers/SNCOs are not being appointed within the command, or if appointed, are unaware of the duties and responsibilities.

k. The AA&E Officer/SNCO has not conducted an annual wall-to-wall inventory of all A&E assets.

l. Audit and Verification Officers/SNCOs for Ammunition, and Explosives (A&E) officers are not appointed within the command or if appointed, are unaware of the duties and responsibilities.

m. Personnel who account for, maintain, distribute, and/or use AA&E in the performance of their primary duties have not had their medical records, Service Record Book (SRB) or Officer Qualification Record (OQR), and Provost Martial Office (PMO) incident reports screened annually.

n. Ammunition assets are not inventoried monthly.

o. Personnel who account for and maintain records for AA&E have access to A&E storage sites.

p. Personnel who account for, maintain, receive and distribute AA&E are not screened and nor have page 11 entries been made as appropriate.

q. AA&E awareness training was not conducted annually and documented and has not been incorporated into the unit's annual training schedule.

3. Solutions

a. Ensure security ammunition is controlled as a non-expendable item, and upon issue, subcustody ammunition to responsible individuals using the required NAVMC 10359 card. Maintain accountable records on a daily basis reflecting all changes or updates as they occur.

b. Never store ammunition in the same container with the weapon in which it is used.

c. Ensure inert ammunition is properly certified and labeled by appropriate EOD personnel. Ensure all display items have received Marine Corps Combat Development Command (MCCDC) approval.

d. Establish an accountable record, a NAVMC 10774, or a mechanized derivative, which reflects at least the minimum, required entries, for all ammunition maintained/stored (e.g., security ammunition) by the unit. NOTE - Formal accounting records are not required when ammunition is received and expended/returned on the same day!

e. A physical inventory of all Class V(W) materiel must be conducted at least annually and documented.

f. Ensure proper distribution of NARs (usually reflected in naval messages) and segregate/handle applicable ammunition stocks in accordance with NAR instructions, MCO 8020.1_, and NAVSEA TW024-AA-ORD-010.

g. Retain all inactive (zero balance or filled) NAVMC 10774s in a completed record history file for a minimum of three years from the date of entry into this file.

h. Based on the quantity and type of ammunition, process M-L-S-Rs in accordance with the current guidance contained in SECNAVINST 5500.4_ and MCO 4340.1_.

i. Conduct and document AA&E training on an annual basis, and incorporate that training into the annual training plan.

j. Appoint an AA&E Officer and a Audit and Verification Officer/SNCO for A&E, and ensure that the AA&E Officer/SNCO conducts and documents a wall to wall inventory of all A&E assets on an annual basis.

k. Ensure that all personnel who account for, maintain, distribute, and/or use A&E in the performance of their primary duties have had their medical records, Service Record Book (SRB) or Officer Qualification Record (OQR), and Provost Martial Office (PMO) incident reports screened on an annual basis.

4. References

a. OPNAVINST 5530.13_

b. MCO P8011.4_

c. MCO 8020.1_

d. UM 4400-124

e. UM 4400-15

f. MCO 4340.1_

g. OPNAVINST 8020.13

h. MCO P4400.150_

i. SECNAVINST 5500.4_

j. ALMAR 397/97

k. ALMAR 093/98

PETROLEUM, OIL, AND LUBRICANTS (POL) MANAGEMENT (SUP011)

1. Requirements: Each unit authorized to store and dispense POL must ensure these products are accurately accounted for, safeguarded, and correctly controlled.

2. Adverse Trends

- a. Accounting records (Stock Record and Inventory Control Cards [NAVMC 708s]) are either not established or improperly maintained.
- b. Separate accounting records are not maintained for each type of fuel and for each dispensing point, including mobile refuelers and Module Fuel Storage Tanks (SIXCONS).
- c. Receipts, issues, and adjustment transactions are not posted to accounting records in a timely manner.
- d. Incoming shipments of POL are not inspected to ensure the fuel type and quantity is correct, and free from contamination.
- e. Storage tanks and dispensing equipment are not properly secured when not in use.
- f. Measured volumes of bulk petroleum which equal or exceed 3,500 gallons are not corrected by volume to 60 degrees Fahrenheit when inventoried for accountable balance adjustment purposes.
- g. A physical inventory/reconciliation of stocked POL is not being accomplished by the Responsible/Accountable Officer on the last working day of the month.

3. Solutions

- a. Establish accounting records for each storage tank in accordance with MCO 4400.170. (See Change 1 to MCO 4400.170, CMC WASHINGTON DC 180238Z NOV 86)
- b. Ensure all receipts are posted to accounting records in a timely manner as prescribed by MCO 4400.170.
- c. Inspect all incoming shipments of POL to ensure the type and quantity is correct and certifies the POL is free of water contamination as directed by MCO 4400.170.
- d. Ensure all dispensing pumps and tank openings are locked and safeguarded as directed by MCO 4400.170.
- e. Ensure that measured volumes of stocked petroleum that equal or exceed 3,500 gallons are corrected to 60 degrees Fahrenheit when inventories are conducted for adjustment purposes.
- f. Ensure that the Responsible/Accountable Officer conducts an inventory/reconciliation to reflect the on hand quantity as of the last working day of the month.

4. Reference: MCO 4400.170

PERSONAL EFFECTS (SUP013)

1. Requirements: The commander is charged with the responsibility of collecting, inventorying, safekeeping, and appropriate disposition of the personal effects and baggage of all service members who cannot or who do not care for their own property. In most units, this responsibility is put completely on the Supply Officer. Personal effects are a command responsibility and require certain actions and responsibilities from everyone in the command to ensure that the right things are done. Therefore, each unit must have adequate procedures to effectively collect and control personal effects for members who become involuntarily separated from their personal property within 48 hours (72 hours if the time frame involves a holiday weekend); e.g., unauthorized absence, hospitalization, incarceration, etc. These procedures must include the requirements for conducting timely inventories, completion of required forms, security measures to prevent loss or damage, and timely disposition. Additionally, secure storage must be offered to Marines who have detached on Temporary Additional Duty (TAD) in excess of seven days. Finally, individual uniform clothing items must be recovered, and appropriately disposed of, for personnel discharged under other than honorable conditions or granted Appellate Leave.

2. Adverse Trends

- a. Inventories are not accomplished in a timely manner following the member's separation from his or her personal effects.
- b. Certificates indicating no personal effects were found are not accomplished as applicable.
- c. Inventory forms are not properly completed.
- d. Government property found during inventories are not properly cited on inventory sheets (NAVMC 10154) and turned in to the supply section issue point as required. Additionally, if no government property is found, a statement attesting to this must be put in the case file.
- e. Letters to individuals next of kin are not on file for personal effects on hand in excess of 30 days; i.e., deserters and Marines who are incarcerated and serving long term sentences (greater than 90 days), etc. NOTE - This is not a requirement for units within 100 miles of a Personal Effects and Baggage Center (PE&BC).
- f. Commanders are not providing/making available an area for the safekeeping of personal effects for individuals residing in the barracks sent on TAD in excess of 30 days. In the event an individual does not wish to avail himself/herself of this opportunity, we recommend that a locally produced form be maintained on file to substantiate his/her waiver of the opportunity. An optional recommendation is to include this opportunity via a "standard" paragraph in the TAD orders. Since the commander is ultimately responsible for the safekeeping of the member's personal effects, the waiver or "standard" paragraph in the TAD orders should state that the member's personal effects will not be stored on government property, and the care and storage is the sole responsibility of the individual. The individual will not hold the government responsible for any loss, damage, or theft of the personal effects.

g. Commanders are not recovering individual uniform clothing items, less worn underclothing, gloves, and footwear when personnel are discharged for reasons of unsuitability, unfitness, misconduct, good of the service, security, or sentence of court-martial. Additionally, those shortages of those minimum required items are not noted on the Individual Clothing Record (NAVMC 631/631a) and a statement signed by the Commanding Officer indicating that these shortages constitute a debt to the Government added nor are those completed NAVMC 631/631a's forwarded to the administrative section for inclusion in the individual's SRB.

h. The logbook used to record receipt/disposition (by container) of personal effects does not contain all the required entries to show the complete chain of custody from the time into storage until the return of the container to the authorized recipient.

i. The Commanding Officer/Company Commander is not appointing an inventory board in writing.

3. Solutions

a. Ensure procedures are established identifying the requirements to conduct personal effects inventories, including the appointment of an Inventory Board.

b. Provide proper instructions to Inventory Boards in the procedures for conducting an inventory, including the importance of correctly completing required forms and records.

c. Develop an instructional package that can be used by the Inventory Board when conducting the inventory. Include the required forms and records which must be completed, and emphasize the time frames involved in conducting these inventories.

d. Ensure certifications are prepared in those instances when property is not found. Ensure certificates and receipts for recovered Government property are placed in the SRB/OQR and copies in the individual's personal effects case file maintained in the Supply Office. Additionally, ensure all recovered Government property is credited to the Marine's subcustodial record(s), as appropriate.

e. Ensure a notification letter is mailed to the individual, or the next of kin, when personal effects are on hand in excess of 30 days (90 days for long term confinement). This affords the individual, or next of kin, the opportunity to elect disposal or transfer personal effects at no expense to the Government. Note: - This is not a requirement for units within 100 miles of a PE&BC.

f. Ensure that all individual Marines who are separated from their personal effects due to leave, liberty, or receiving TAD orders in excess of seven days (for periods less than 90 days) are provided an opportunity to place their personal effects in safe storage.

g. Develop an internal procedure to ensure that the recovery of individual military uniform clothing is accomplished and disposed of when required in accordance with MCO P10120.28_. Ensure that these articles are disposed in accordance with MCO P10120.28_ and MCO P4050.38_.

4. References

a. MCO P4050.38_

b. MCO P10120.28_

INVESTIGATIONS (SUP015)

1. Requirements: Each unit Supply Section must retain requests for investigations involving property damage or loss. Endorsements for those requests and a completed copy of the investigation, if conducted, bearing the Supply Officer's certification of compliance with the convening authority/ Commanding Officer's (CO's) instructions, must also be retained.

2. Adverse Trends

a. Investigations are not completed in a timely manner and requests for extensions are not part of the completed investigation file.

b. RO requests for investigation are not routed to the convening authority in a timely manner or via the Supply Officer as required.

c. Completed property investigations are not maintained on file in the Supply Section.

d. The Supply Officer's certificate of compliance is not completed and filed with the convening authority's instructions.

e. Missing, Lost, Stolen, or Recovered (M-L-S-R) Government property reports are not submitted when required. Although M-L-S-Rs are independent of investigative action, they are often dual actions.

3. Solutions

a. Require all investigations to be completed in a timely manner. The Judge Advocate General (JAG) Manual states that the investigation becomes the primary duty of the Investigating Officer.

b. Ensure all requests for extensions of an investigation are submitted in writing and become a permanent part of the record.

c. Establish procedures that ensure rapid reporting of losses or gains of materiel and the proper procedures for routing requests for investigations.

d. Ensure the Supply Officer is furnished with an original signature of the convening authority's instructions (usually the first endorsement) and sufficient certified copies of the completed investigation, itself, in order to perform the required property accounting functions.

e. Ensure the Supply Officer prepares the appropriate certification attesting to compliance with the convening authority's instructions.

f. Ensure M-L-S-Rs are prepared in accordance with SECNAVINST 5500.4_ and MCO 4340.1_ when applicable.

4. References

- a. JAGINST 5800.7_ (JAG Manual)
- b. SECNAVINST 5500.4_
- c. MCO P4400.150_
- d. UM 4400-124
- e. MCO 4340.1_
- f. RESERVE UNITS: Division/Wing Supply SOP

CONTROLLED BLANK FORMS (SUP015)

1. Requirements: Each unit must ensure security procedures are established and controls are implemented for the handling and storage of controlled, or "sensitive" blank forms.

*NOTE: Although the format and method for maintaining the controlled blank forms logbook is not specifically addressed, the logbook should include the following elements of information to establish a viable audit trail as discussed in MCO P4400.150_:

- a. Date.
- b. Type of transaction; e.g., issue, receipt, inventory, etc.
- c. Quantity.
- d. Unit of Issue.
- e. Issue/Receipt Document number.
- f. Serial numbers, if applicable.
- g. Accountable balance.
- h. Signature of individual receiving the form.
- i. Remarks.

The logbook should be divided into sections in order to segregate various controlled blank forms.

2. Adverse Trends

- a. A control register, or log book, is not maintained reflecting receipts, issues and final disposition, by serial number of controlled blank forms.
- b. Supervisors have not reviewed SL-8-09993A, which lists controlled blank forms, in order to determine which "sensitive" blank forms require security, or special control.
- c. Monthly inventories of the controlled blank forms maintained in the Supply Section are not being conducted, and identified shortages are not reported to the Commanding Officer for investigative action.
- d. The Commander has not designated in writing those individuals authorized to receipt for and issue controlled blank forms.

3. Solutions

a. Inventory all controlled blank forms by first consulting SL-8-09993A to determine which require special security or control. This stock list identifies all "sensitive" forms, except tax exempt certificates, which require special control. Information regarding the control, issue, and use of U.S. Government Tax Exemption Certificates (SF 1094) is contained in MCO P4200.15_.

b. Ensure procedures are developed and enforced to control the issue, return, and inventory of controlled blank forms. Additionally, ensure the results of monthly inventories are routed to the Commanding Officer for appropriate actions.

c. Ensure both supply and administrative supervisors are aware of established control procedures and monitor their subordinates.

d. Designate individuals in writing authorized to receive and issue controlled blank forms. The assignment letter must contain a sample signature and a copy should be maintained in the Supply Section's files.

4. References

a. MCO P4400.150_

b. UM 4400-124

c. MCO P5512.11_

d. SL-8-09993A

e. MCO P4200.15_

1. Requirements: Units authorized to temporarily store and issue Packaged Operational Rations (PORs) must ensure meals are accurately accounted for and properly stored, issued, and sold.

2. Adverse Trends

a. Request for PORs to support group field training are not submitted in letter format identifying the number of PORs required for both personnel authorized to subsist-in-kind (SIK) and those paying cash.

b. Supporting documentation listing the receipt and issue of PORs is not being maintained.

c. Stocks are not issued by the oldest date of pack.

d. Meals are maintained on hand in excess of 30 days and no scheduled requirements exist.

e. Meals are stored past their expiration date, and an inspection had not been performed by veterinary personnel to extend the storage life.

f. Multiple cases are opened with only a few meals issued from each case.

g. Meal Verification Records (NAVMC 10789s) and Cash Meal Payment Sheets (NAVMC 10298s) are improperly completed.

h. Signed copies of Voucher for Disbursement and/or Collection (NAVCOMPT 2277), certified by the Disbursing Officer, are not forwarded to the appropriate MARFOR Commander or HQMC (LFS-4),.

i. Accounting records (e.g., the Stock Record and Inventory Control Card [NAVMC 708]) are either not established for on hand PORs, or supporting documentation to support on hand quantity adjustments are not maintained.

3. Solutions

a. Ensure requests for PORs are submitted in letter format identifying personnel authorized to SIK and those paying cash or receiving subsistence allowances who will have checkages done.

b. Turn in all excess meals to the source of supply upon completion of exercises if no requirement exist within 30 days.

c. Develop instructional packages for use by mess cashiers and authorized custodians to ensure necessary documentation is properly completed.

d. Ensure on hand rations are inspected by qualified personnel to certify serviceability (e.g., once the expiration date has been reached). Remember, temperature, humidity, protection from

the weather and pests, and care in handling, all greatly influence the optimum storage life of PORs.

e. Ensure cases are only opened as needed to prevent issuing only the most desirable meals, minimizing the potential for loss or theft. Issue from the oldest date of pack (DOP) first.

f. The number of meals reflected on the NAVMC 10298, added to the quantity recorded on the NAVMC 10789, plus the quantity returned to the Supply Section, must equal the number of meals originally issued.

4. References

- a. MCO P10110.14_
- b. MCO 10110.40_
- c. UM 4400-124
- d. MCO P4400.150_
- e. Current MCBul 10110 identifying "meal rates" (usually an ALMAR)
- f. MCO 10110.45
- g. MCO P10110.31_
- h. MCO 10110.47

MWR PROPERTY AND PROCEDURES (SUP017)

1. Requirements: Property utilized by Morale, Welfare, and Recreation (MWR) activities will be accounted for and controlled by the custodian of the recreation fund. Personnel accounting or controlling the recreation fund must become thoroughly familiar with the Marine Corps MWR Policy Manual (MCO P1700.27).

2. Adverse Trends

a. Resale activities have been established within the unit in direct competition with other MWR activities and without the prior approval of the Commandant of the Marine Corps(MW).

b. Nonexpendable/controlled expendable supplies do not have formal accounting records (e.g., Stock Record and Inventory Control Cards [NAVMC 708s]) established.

c. No subsidiary/subcustodial records (e.g., Equipment Custody Records [NAVMC 10359s]) were established for serialized assets issued to a responsible individual.

d. Property was being dropped from the accountable records without a "certificate of disposition" signed by the Commanding Officer, or designated authority.

e. Annual physical inventories were not being conducted.

f. Marine Corps Ball funds were not established with the consent of the local MWR nonappropriated fund instrumentality (NAFI).

3. Solutions

a. Units will not engage in resale activities, or services, in direct competition with MWR activities without prior approval of the Commandant of the Marine Corps (MW).

b. Accountable, subcustodial, and subsidiary records will be established in accordance with MCO P1700.27.

c. A "certificate of disposition" (NAVCOMPT 741 or 2212) will be prepared as directed by MCO P1700.27.

d. A physical inventory will be conducted on an annual basis.

e. Marine Corps Ball funds will be established in accordance with local MWR NAFI procedures.

4. Reference:

a. MCO P1700.27

b. MCO 1710.34
LOW DENSITY (LD)

USING UNIT ISSUE POINT (SUP019)

1. Requirements: A LD UIP is a separate consumer-level account with the identical supply accounting responsibilities (e.g., allowance, requisition and receipt, issue/disposal/on hand retention, balance record maintenance, inventory and vouchering). It exists to provide responsive secondary reparable support for LD assets. Successful LD UIP management requires a thorough knowledge of MCO P4400.150_ and UM 4400-123, in addition to initiative on the part of both skill level and supervisory personnel to master the intricacies of this system.

2. Adverse Trends

- a. Units are not participating in the annual item review process.
- b. Assets are stocked at the unit which do not have a CEC of "5"; the appropriate CEC challenge has not been initiated, or approval to deviate from the established stockage criteria has not been obtained from the MSC. Additionally, the Source, Maintenance, and Recoverability (SMR) codes are not validated, causing units to hold assets they are unable to repair.
- c. Assets are stocked at the unit excess to both IIP and insurance item authorization.
- d. Accounting records are not adjusted in a timely manner when disposition instructions are received from the Commander, Marine Corps Logistics Bases (MARCORLOGBASES), Albany Georgia.
- e. Deficiencies are not requisitioned by the Reparable Issue Point (RIP), nor requests for additional funds submitted (when required), in a timely manner.
- f. The General Account Balance File (GABF)/ATP UMF is not reviewed to validate all provisioning data.
- g. Causative research for stock balance variances is not conducted when required.
- h. Assets, which are on hand on the unit's Loaded Unit Balance File (LUBF)/ATP UMF, cannot be physically located in the supply warehouse.
- i. The required supporting documentation to show a proof of delivery for issues to disposal transactions are not maintained.
- j. Recoverability Code "Z" items (Class IX repair parts) are accounted for as LD UIP stock.
- k. Reconciliation is not conducted on a semimonthly basis with the maintenance commodity to validate the assets in the repair cycle.
- m. Stock denial (DIC Z7_) transactions are not being processed to provide the supported customer a "warehouse denial" and re-establish a customer backorder.

3. Solutions

a. Conduct an annual review of all LD secondary reparable per MCO P4400.150_, and UM 4400-123, in conjunction with the RIP.

b. Assets not meeting the stockage criteria outlined in MCO P4400.150_ must be identified and rolled back to the source of supply. If the CEC requires challenging, the guidance contained in MCO P4400.150_ applies. Any deviation from the stockage criteria, referenced above, must be justified to, and approved by the MSC per MCO P4400.150_.

c. Initiate prompt management action to handle assets receiving disposition instructions from MARCORLOGBASES, Albany Georgia per the instructions received and UM 4400-123.

d. Ensure that all allowances are maintained on hand or on order per UM 4400-123. If SAC-1 deficiencies exceed available funding, the unit should request additional funds from its higher Headquarters.

e. Ensure that the correct provisioning data is loaded to the GABF/ATP UMF.

f. Conduct causative research for stock balance record variances per MCO P4400.150_.

g. Ensure that supporting documentation for all issues to rollback/disposal is retained within the voucher file per MCO P4400.150_.

h. Conduct the required annual inventory MCO P4400.150_, and maintain an accurate LUBF/ATP UMF asset posture through effective internal reviews. It is recommended that additional inventories, screening of the voucher file, utilization of FSMAO and Lakes Helper "Natural Programs," etc., be conducted.

i. Reconcile assets in the repair cycle on a semimonthly basis with the appropriate maintenance commodity per UM 4400-123.

j. Process stock denial transactions in accordance with UM 4400-123.

4. References

a. MCO P4400.150_

d. MCO P4400.82_

b. UM 4400-123

c. UM 4400-124

GARRISON MOBILE EQUIPMENT (GME) (SUP019)

1. Requirements: Control over the operation and use of Garrison Mobile Equipment (GME) requires that resources be organized and managed to ensure optimum responsiveness, efficiency, effectiveness, and support of military missions. Economy is a major consideration in GME operations. The basic policy governing operational management of all items of GME is to provide maximum mission essential service with the minimum equipment fleet. Personnel involved with the management and utilization of GME assets must have a thorough knowledge of the GME Policy Manual (MCO P11240.106_).

2. Adverse Trends/Solutions

- a. Proper subcustody procedures were not established for Class B GME assets.
- b. Short-term leases (fewer than 60 days) were not approved by the local Commander.
- c. Long term leases (60 days or more) were not approved by the Commandant of the Marine Corps (CMC [LFS-2]).
- d. Department of Defense (DoD) Property Records (DD 1342s) were not maintained in the unit's file, nor had a copy been forwarded to the CMC (LFS-2).
- e. DD 1342s did not have the equipment code or registration number annotated.
- f. Disposition of GME assets was accomplished without the prior approval of the CMC (LFS-2).
- g. Annual physical inventories were not accomplished and reported to the CMC (LFS-2).

3. References

- a. MCO P11240.106_
- b. MCO P4400.150_

PLANT ACCOUNT (SUP020)

1. Requirements. Units must account for, properly subcustody, and maintain a viable audit trail for all Classes 3 and 4 plant property assets.

2. Adverse Trends

a. There are no Department of Defense (DoD) Property Records (DD 1342) for each Class 3 and 4 plant property assets.

b. The DD 1342 did not contain all required information.

c. The Defense Industrial Plant Equipment Center (DIPEC) is not properly screened prior to purchasing Class 4 Industrial Plant Equipment (IPE).

d. The Reconciliation of Plant Account (NAVCOMPT 167) does not reflect all Class 3 and 4 assets and is not submitted to the Commandant of the Marine Corps (CMC [FDF]) on a quarterly basis.

e. The Annual Listing of Plant Property is not submitted to the CMC (FDF-34) no later than 15 October annually.

f. The Annual Listing of Plant Property does not reconcile against the latest quarterly NAVCOMPT 167, particularly essential data elements such as condition codes and replacement years.

g. Classes 3 and 4 plant property are not disposed of properly; i.e., there is no prior approval (Class 3: CMC/LFS; Class 4: DIPEC) and there is no viable audit trail.

h. Inventories of various plant property assets are not conducted, or documented, within established time frames.

i. Plant property assets are not properly subcustodied to Responsible Officers (ROs).

3. Solutions

a. Ensure a DD 1342 exists for each Class 3 or 4 asset.

b. Ensure each DD 1342 contains the required information. Pay particular attention to the Plant Property Identification Number (especially for Garrison Mobile Equipment [GME]), serial number, condition code, and replacement year. Validate this information during RO turnovers and each inventory cycle.

c. Screen DIPEC, to include obtaining the required certification of non-availability, prior to procuring any Class 4 assets.

d. Ensure the NAVCOMPT 167 is completed quarterly and that it reflects all changes since the last report.

e. Ensure the Annual Listing of Plant Property is completed in a timely manner. Reconcile all data with the latest NAVCOMPT 167

f. Ensure authorization has been granted by the applicable source prior to transferring or disposing of any Class 3 or 4 plant property asset.

g. Conduct and document inventories annually, as required per MCO P10150.1.

h. Ensure all Class 3 and 4 plant property assets are subcustodied to ROs properly. ROs must be appointed in writing, conduct quarterly reconciliation and requisite inventories depending on assets held, and ensure proper turnover of all Government property in their custody to their replacement.

4. References

a. Navy Comptroller's Manual (NAVCOMPTMAN), Volume III, Chapter 6

b. MCO P4400.150_

c. UM 4400-124

d. MCO P10150.1

SECTION IV

MAINTENANCE ADMINISTRATION

1. MAINTENANCE MANAGEMENT STANDING OPERATING PROCEDURES (MMSOP)

a. Requirements

(1) Commanders at major subordinate commands (MSC) shall publish maintenance management standing operating procedures (MMSOP's). The instructions contained in the MSC MMSOP need not contain all subordinate unit functions but they will be sufficiently clear, completely applicable at the unit level, and sufficiently detailed to ensure each subordinate unit can perform its maintenance mission.

(2) Commanders at subordinate command levels to include detached or separate commands, authorized second echelon or higher maintenance capability for more than one commodity area shall publish MMSOP's except when maintenance procedures are adequately covered in the MSC MMSOP. In such cases the MSC MMSOP may be used in lieu of a unit SOP and when deviation from or amplification to the MMSOP is required, clearly defined local written procedures will be included in a unit maintenance policy clarification letter that expounds upon the procedures in question or that may be unclear.

(3) Commanders at subordinate command levels, to include detached or separate commands, authorized second echelon or higher maintenance capability for only one commodity area shall publish maintenance management procedures in either a commodity maintenance/unit logistics SOP or a MMSOP except when maintenance procedures are adequately covered in the MSC MMSOP.

(4) Commanders at subordinate command levels, to include detached or separate commands, authorized only first echelon maintenance capability for organic equipment shall publish, as a minimum, maintenance management procedures as part of one of the unit's logistics SOP's or in a maintenance policy letter for the unit's commodity areas.

(5) MCO P4790.2_ specifies requirements that must be included in a MMSOP/policy letter.

b. Adverse Trends

(1) All of the requirements specified in MCO P4790.2_ often are not included in the unit MMSOP/policy letter.

(2) Standing Operating Procedures are not written to address the specific requirements of the unit.

(3) Many MMSOPs reviewed are a rehash or copied version of already established directives.

c. Solutions

(1) Ensure all of the requirements specified in MCO P4790.2_ are included in the MMSOP/policy letters.

(2) Standing Operating Procedures/policy letters must be written to address the specific requirements of the unit.

(3) Established programs; e.g., calibration, modification, publication, etc., need not be copied verbatim, rather a recap should be provided along with the references.

d. Reference. MCO P4790.2_

2. DESK-TOP PROCEDURES

a. Requirement. Desktop procedures must be prepared for each billet involving administrative and management functions. Those procedures need not be all-inclusive or formalized but rather a simple listing of significant items or notes pertinent to everyday operations within a particular billet.

b. Adverse Trends

(1) Desktop procedures often are not established where a requirement exists. When established, they often provide information of little or no value.

(2) Desktop procedures often do not include such items as current references, procedures for carrying out required duties, telephone numbers of individuals who might need to be contacted, and reports required. Further, there is often a failure to describe steps to be followed in the accomplishment of all maintenance or related actions.

c. Solutions

(1) Ensure desk-top procedures are comprehensive and easily understood by those required to follow them.

(2) Periodically screen desk-top procedures.

d. Reference. MCO P4790.2_

3. TURNOVER FOLDERS

a. Requirement. Frequent change of personnel in essential billets often result in a lack of expertise or continuity in day-to-day operations. Accordingly, effective management procedures dictate that key supervisory personnel maintain a comprehensive turnover folder.

b. Adverse Trends

(1) Inadequate turnover folder information.

(2) Outdated references and other pertinent information.

(3) The failure of supervisors to maintain turnover folders when required.

c. Solutions

(1) To be any real value, turnover folders must contain, as a minimum, statements concerning those topics addressed in MCO P4790.2_.

(2) The MMSOP/policy letters should specify, by billet, those personnel required to maintain a turnover folder.

(3) Periodic command inspections should be focused on ensuring turnover folders are established when required, and contain at least the minimum required information.

d. Reference. MCO P4790.2

MAINTENANCE RELATED TRAINING PROGRAM

1. Requirements

a. Each unit must publish a training plan. The training plan is used to forecast upcoming training requirements for the unit. To be effective, minimum training requirements, such as categories of training, number of hours to be conducted, etc., must be specified. The annual training plan must include the commander's policy on maintenance and maintenance management training.

b. Individual Training Standards (ITS) should be used to ensure that all Marines who have the same job are provided a common base of training. ITS constitutes the basis for the design, development, implementation, and evaluation of all individual training. ITS may be used by unit commanders to determine proficiency, evaluate individual training, and maintain quality control. It should be noted that changes in doctrine and introduction of new equipment will frequently render the contents of the ITS inaccurate or incomplete; however, frequent reviews are conducted by HQMC (code TE 31C) and the contents revised as required.

c. The following list provides minimum maintenance related training requirements which must be addressed in the training plan:

(1) Skill Progression MOS Training. That training an individual receives whether in formal school or the organizational environment, which prepares him or her to perform specific duties or tasks related to an assigned MOS or duty position. Each unit, which has a Table of Organization authorizing equipment operators, mechanics, or technicians, must conduct MOS related maintenance training.

(2) Maintenance Management Training. That training, both individual and collective, which provides a Marine the skills and knowledge of specific maintenance functions, such as, modification and calibration control, etc. If properly augmented with skill progression MOS training, maintenance management training plays a significant part in the career progression of Marines in maintenance related billets.

(3) Supervisory Training. That training, both individual and collective, provided to supervisors charged with the responsibility for the operation or maintenance of equipment. By definition, this training must address the implementation, direction, control, and review of equipment operation and maintenance. Supervisory training should also include topics such as; utilization of MIMMS AIS output reports, use of data processing equipment, trend analysis, capabilities of support organizations and procedures for requesting support, and the review of current maintenance and supply directives.

(4) Equipment Operator Training. That training specifically provided to individuals charged with the care and safe operation of equipment. This training should focus on the preparation of equipment records, operator or crew preventive maintenance of equipment, equipment set-up and operation, and shop safety.

d. All maintenance related training must be scheduled on the unit's training schedule.

2. Adverse Trends

- a. The training plan does not address all four types of training.
- b. Training programs for supervisors are not established.
- c. Maintenance management training is not conducted for all maintenance personnel or is conducted and not well attended.
- d. Training is not scheduled or conducted for all maintenance commodities, such as, NBC Section, unit Armory, Food Services, etc.
- e. Training is scheduled; however, not actually conducted.

3. Solutions

- a. Command emphasis on training.
- b. Increased staff level supervision, ensuring all training topics outlined in MCO P4790.2_ are scheduled, classes are conducted, and attendance rosters are completed.

4. References

- a. MCO 1510.34_
- b. MCO P4790.2_
- c. NAVMC 2779 (Unit Training Management Guide, Volume I)
- d. Applicable MCO 1510.___ for the MOS.
- e. MCRP 3-0A
- f. MCRP 3-0B

MARINE CORPS INTEGRATED MAINTENANCE
MANAGEMENT SYSTEM (MIMMS)

1. Requirements

- a. MIMMS Automated Information System (MIMMS AIS) output reports/ATP must reflect the actual status of items in the active maintenance cycle.
- b. The LM2 Report/ATP Readiness Module must reflect the true asset posture of the unit, with RM4 remarks, if appropriate.
- c. Information must be accurate and reported in a timely manner.
- d. Serial numbers reported to MIMMS AIS must match those loaded to the property records such as the Reporting Unit Allowance File and Consolidated Memorandum Receipts.
- e. Priorities must be assigned in accordance with the actual Urgency of Need and Force/Activity Designator (F/AD).
- f. Daily and weekly validations must be conducted.

2. Adverse Trends

- a. The actual status of the items undergoing repair is not reflected on the associated Equipment Repair Order (ERO)/ATP. Mismatches exist between the Job Status, Defect Code, Category Code, Priority, etc. when compared to MIMMS AIS Output Reports.
- b. Reporting delays exist; e.g., excessive delays from the date equipment is received in shop to the date the initial Job Status is reported, or reporting Job Status "Short Parts" after the supply document numbers have posted.
- c. Priorities are often inflated or are not assigned in accordance with the actual Urgency of Need or within the unit's actual F/AD.
- d. Serial numbers reported in MIMMS AIS often do not match those loaded to the property records.
- e. Authorized and possessed quantities reported on the LM2 often do not match the quantity on the property records.

3. Solutions

- a. Conduct aggressive task-oriented training.
- b. Establish quality control procedures to screen input prior to submission.

c. Conduct frequent and aggressive validations comparing resource records to data base information.

d. During the weekly validation, non-ATP units review:

(1) Daily Process Report. The report provides a complete history of an item in the maintenance cycle. This report can be utilized to identify misuse of priorities and category codes, outstanding requirements and their status's, and to ensure priorities of the requisitions correspond to the priority of the equipment repair order.

(2) Weekly Maintenance Exception Report. The report pinpoints specific equipment repair orders that require immediate attention. A comparison of two or three reports can assist in highlighting personnel and procedural problems.

(3) Weekly Material Report. This report will assist in the reconciliation and validation process between the maintenance and supply elements of the unit. The report will show if "NMCS/ANMCS" indicators are being utilized.

(4) Weekly Owning Unit TAM Report. This report can be utilized to identify trends in commodities, and echelons, by providing visibility of all equipment repair orders opened for a particular piece of equipment.

(5) LM2 Readiness Report. Compare the LM2 report with the mechanized allowance list (MAL) to identify discrepancies regarding quantities reported as authorized and possessed. After review of the previously mentioned reports, ensure the LM2 report properly depicts equipment status.

e. Improve coordination with supply.

f. Emphasize supervision and personal involvement of leaders at all levels.

4. References

a. MCBul 3000

b. MCO 3000.11_

c. MCO 4400.16_

d. MCO P4790.2_

e. UM P4790-5

SUPPLY SUPPORT

1. Requirements

a. One of the Commander's responsibilities is to ensure repair parts and maintenance related supplies are requisitioned as required, correctly accounted for, and safeguarded. As soon as practical following an identified requirement, repair parts/SL-3 components must be placed on requisition. Priorities assigned must be consistent with the actual Urgency of Need. The Uniform Materiel Movement and Issue Priority System (UMMIPS) time standards for "requisition submission" are contained in the current edition of MCO 4400.16_. These time standards are applied from identification of the requirement in the maintenance facility to submission of that requirement to the supporting Supply Section. The Supply Section must apply the time standards from the time the requirement is received, to the assignment of the requisition document number.

b. All repair parts and maintenance related must be requisitioned on an Equipment Repair Order Shopping/Transaction List (EROSL) (NAVMC 10925) or using ATP.

c. Biweekly validations between the maintenance activity and the supply source must be conducted in order to confirm requirements.

d. Part bins should be established as a means of controlling or accounting for repair parts received but pending installation on the associated equipment.

e. Materiel in part bins must be validated at least every two weeks. Validation of this materiel is accomplished using the procedures contained in MCO P4790.2_.

f. The EROSL must be annotated indicating the receipt of all repair parts from the supply source. When appropriate, it must also be annotated when selected repair parts are removed from the ERO bin and placed on equipment. In addition, annotation must be made when parts are transferred from one ERO for application against another active ERO.

g. The Maintenance Float Backorder Validation Listing must be validated biweekly. This includes reconciliation with the supporting maintenance float to confirm requirements.

h. When a pre-expended bin (PEB) is established, the Commander must publish a letter listing specific items authorized to be included in the PEB.

2. Adverse Trends

a. Excess repair parts are held in the maintenance facility that cannot be associated to an ERO/Task or PEB Listing.

b. EROSLs are not properly annotated when parts are received, issued, or transferred to another ERO.

c. Biweekly reconciliation is not conducted with the supply source or the Maintenance Float.

- d. Repair parts and PEB items are not properly safeguarded.
- e. PEB usage data is not reported using MIMMS/AIS input; i.e., EROSL with "PB" advice code or NAVMC 708 control cards or ATP.
- f. When PEBs are established, unit cost and appropriate 30-day stockage and usage criteria is not adhered to.
- g. Requisition priorities are not in agreement with priority assigned to the equipment repair order/Task.
- h. Supply section is not processing requirements in the prescribed time frames compatible with priority assignment.
- i. Requisitions resident in MIMMS AIS but not resident in SASSY.
- j. Broken units of issue are not appropriately added to the PEB.

3. Solutions

- a. Foster cooperation and coordination between the maintenance shop and the supply source.
- b. Conduct frequent reviews of the maintenance shop and the supply source to detect potential deficiencies.
- c. The Activity Usage Accounting File (AUAF) should be utilized to establish a PEB if the unit has no previous PEB; or, inclusion of new items in the PEB. Additionally, a natural program (list of all items meeting PEB criteria based on AUAF data) is available through MISCO, Camp Lejeune, NC.
- d. Conduct reconciliation or validation when required.
- e. Compare data contained in the weekly material report and daily process report.
- f. Conduct task-oriented training.
- g. Require close supervision at all times.

4. References

- a. UM 4400-124

- b. MCO P4790.2
- c. UM 4790-5
- d. TM 4700-15/1_
- e. MCO P4400.150_

PREVENTIVE MAINTENANCE

1. Requirements

a. Preventive Maintenance Checks and Services (PMCS) comprise the care and servicing required to maintain equipment in a satisfactory operating condition. This is achieved by performing systematic inspection, detection, and correction of incipient failures, either before they occur, or before they develop into major defects. A systematic Preventive Maintenance (PM) program consists of inspecting, cleaning, servicing, lubricating, and adjusting equipment and is an essential element to equipment readiness in a unit.

b. The establishment of an effective PM program and the performance of timely PMCS, is the responsibility of the unit owning or using the equipment.

c. PMCS must be accomplished in accordance with schedules and procedures published in applicable technical manuals.

d. Although modification of equipment is a separate and distinct process, determination of modification status on unit equipment can best be accomplished as part of the PM process. Because of the regular inspection of equipment during PMCS, incorporating modification verification into the process materially reduces both maintenance resource requirements and inconvenience to the unit's operation.

e. Organizations possessing equipment listed in TI-4731-14/1 (Marine Corps participation in the Joint Oil Analysis Program) are required to comply with the contents of the instruction. This program is designed to predict potential catastrophic failure in engines and transmissions and provide advise on when to change oil, filters, and when rebuild is recommended. The instruction provides guidance for scheduling, sampling and documentation.

2. Adverse Trends

a. PMCS are incorrectly scheduled or conducted. When conducted, often they are improperly performed.

b. Corrective maintenance defects are not identified during equipment operation or PMCS, or if identified, corrective action is not initiated in a timely manner.

c. Modifications are not verified during the PMCS process, or if identified as being required, timely action to modify equipment is not accomplished.

d. PM requirements are not being established for equipment when the associated technical manual does not provide a specific schedule.

e. Organizations are not complying with the published requirements for participation in the Joint Oil Analysis Program.

3. Solutions

- a. Conduct task-oriented training at both supervisory and skill levels.
- b. Hold supervisors accountable at the commodity and section level regarding the correct use of technical manuals. Ensure effective quality control inspections are conducted during the performance of PMCS.
- c. Conduct frequent command level inspections.
- d. Monitor and analyze equipment failures to determine causative factors, e.g., equipment reliability, hazardous operation, or improper PMCS.

4. References

- a. MCO P4790.2_
- b. Applicable Equipment Technical Manuals
- c. TI-4731-14/1_

CORRECTIVE MAINTENANCE

1. Requirements

a. The owning unit is responsible for the timely performance of all Corrective Maintenance (CM) actions within its authorized echelon of maintenance.

b. CM requirements exceeding the echelon of maintenance authorized the owning unit become the responsibility of the designated supporting maintenance facility; however, the owning unit must evacuate equipment in a timely manner when CM, exceeding the authorized echelon, is required.

c. CM must be performed in accordance with the procedures established in appropriate technical manuals.

2. Adverse Trends.

a. When PMCS is performed, any required corrective maintenance is not accomplished prior to returning the equipment to service.

b. Equipment is returned to the user with defects still present.

3. Solutions

a. Improve quality control procedures.

b. Conduct task-oriented training emphasizing the timely identification of CM requirements. Ensure all maintenance supervisors are aware of the methods to obtain supporting maintenance services.

c. Conduct periodic command level inspections.

d. Increase emphasis on command level supervision.

4. Reference. MCO P4790.2_

TOOL CONTROL

1. Requirements

a. Using the unit's Table of Equipment, Commander's Allowance List, and authorized special allowances, identify all tool sets, kits, and chests. After all tool sets, kits, and chests are identified, responsibility for security and maintenance must be clearly defined.

b. Complete inventories must be conducted. The appropriate TM 10, SL-3, SL-3 extract, U.S. Army Supply Catalog, or commercial publications must be used to correctly inventory sets, kits, and chests, including tool kits which are components of other tool kits, sets, or chests. Common or special tools, which are not associated to a particular set, kit, or chest, must be authorized by the Unit Commander and recorded on an inventory list. A current copy of the inventory, SL-3, or SL-3 extract must be maintained in either the set, kit, or chest or a file folder maintained by the Tool NCO or Commodity Manager. This extract should be used during the inventory process.

c. Excess tools must be identified and returned to the supply system. Special allowances are those tools that are required to perform garrison repairs. Special Tool Allowance Letters must not contain tools that can be associated to a set, chest, or kit already on hand within the unit, nor can these special tools be used in support of FMF related repairs on equipment or materiel. A locally prepared inventory list must be established for tool sets, kits, or chests which do not have a published SL-3 or U.S. Army Supply Catalog; e.g., commercial Tap and Die Sets, Drill Sets, etc.

d. Once the initial inventory is completed, adequate control procedures must be established. Accordingly, MCOs P4400.150_ and MCO P4790.2_ establish the following minimum inventory intervals for all tool sets, kits, chests, individual hand and portable power tools.

(1) For items in use, on a semi-annual basis.

(2) For items not in use and stored in a secure area, on an annual basis.

(3) In addition to the preceding, if the item is issued to an RO, upon change of RO.

e. Inventory records will be retained for a period of 12 months. At a minimum, those records will contain the previous two semiannual inventories for those sets, kits, chests, individual and power tools placed in service, and the previous annual inventory for those items not in service.

f. Aside from the requirement to conduct inventories, it is imperative the Maintenance Management Officer conduct frequent internal reviews of the unit's control program. This should include spot inventories, inspections of sets, kits, chests, and record verification that deficiencies are identified and on valid requisition.

2. Adverse Trends

a. Tools exceed authorized allowances, or are not identified on the Commanding Officer's Special Allowance List.

b. Inventories are not conducted at the correct interval.

c. Inventory lists are not established for component sets of tool sets, chests, or kits.

d. Inventory extracts are not identified to the items.

e. Inventory records are not retained for 12 months.

f. Tools are missing, but no corrective action initiated.

g. Tools are dirty, corroded, or unserviceable.

h. Tools utilized for the purpose of maintaining deployable MARFOR property are improperly authorized by the commander as a "Special Tool Allowance".

i. Using Unit Responsibility Issue (UURI), Authorized Additional List (AAL), and Basic Initial Issue (BII) section of Technical Manuals (TMs) listed As Required (AR) allowances are not established and authorized in writing by the commander.

3. Solutions

a. Conduct frequent command or staff level maintenance management inspections and develop an internal review program for tools.

b. Conduct commodity level training in both control procedures and the care and proper use of hand tools.

c. Ensure skill level supervision.

d. Ensure that all tools are accounted for in accordance with the current edition of MCO P4400.150_ and MCO P4790.2_.

4. References

a. UM 4400-124

c. MCO P5215.17_

b. MCO P4790.2_

d. MCO P4400.150_

PUBLICATIONS LIBRARIES

1. Requirements. Each maintenance commodity must have adequate publications and directives on hand. Internal distribution of publications must be clearly defined within the unit. Publications must be maintained up-to-date and missing publications must be placed on requisition in a timely manner.

2. Adverse Trends

a. Unit Directives Control Point clerk and unit personnel lack training with the Marine Corps Publication Distribution System (MCPDS) an on line automated information system network front end processor located at Quantico, Virginia.

b. Adjutant and MMO fail to work together to manage publications.

c. The unit Publications listing (PL) is not validated quarterly and reviewed annually.

d. Commodities requiring publications are not included in the Internal Distribution List (IDL)/PL.

e. Commodity supervisors requiring publications are not always permitted to attend the PL review. Frequently forgotten sections are NBC, Armory, and Food Service Section.

f. Changes to basic technical manuals are either not on hand, or if on hand, have not been incorporated into the associated publication.

g. The publications control program contains inaccurate data regarding publications on hand or authorized.

h. Outdated or superseded publications are on hand in the library or being used on the shop floor.

3. Solutions

a. Follow procedures established in MCO P4790.2_.

b. Follow procedures established in MCO P5600.31_ for PL review and control.

c. Conduct staff level reviews. This should include the actual examination of publications on hand in the various libraries and shop sections.

d. Improve awareness by frequently conducting training and ensure adequate supervision is provided.

e. Ensure that the unit MMO performs the necessary coordination detailed in the current edition of MCO P4790.2_.

4. References

- a. MCO 5000.14_
- b. MCO 5215.1_
- c. MCO P4790.2_
- d. MCO P5600.31_
- e. SL 1-1, 1-2, and 1-3
- f. MCO 5215.17_
- g. NAVMC 2761

EQUIPMENT RECORDS

1. Requirement. The Commanding Officer is responsible for ensuring all required equipment records are correctly maintained for all assets possessed. Equipment records are those records maintained for a specific item of equipment. Essentially maintenance and operational resource documents, they provide the basis for evaluating completed maintenance action.
2. Adverse Trends. Equipment records are either not properly established or incomplete. This is particularly true for equipment stored in the unit's warehouse.
3. Solutions
 - a. Cognizant supervisors must be held accountable for establishing equipment records. Further, Marines at all maintenance levels must become totally familiar with the requirements outlined in TM 4700-15/1_.
 - b. Task-oriented training, coupled with close supervision, are essential elements for assuring the accuracy of equipment resource records.
4. Reference. TM 4700-15/1_

MODIFICATION CONTROL

1. Requirements

- a. The Commander is responsible to ensure all modifications applicable to on hand equipment have been completed and correctly recorded in equipment records, and on the appropriate modification control records.
- b. Urgent MIs received via weapon system/equipment manager (WS/EM) alerts and not listed in the current SL-1-2, will be annotated on the control record by message date time group until the MI is published.
- c. Each unit, regardless of the echelon of maintenance authorized, must establish a modification control program. The program consists of both manual and automated input responsibilities.
- d. The Commander must designate a single point of contact responsible for monitoring the modification control program. In units meeting the requirements for the assignment of a MMO, the MMO should be tasked with establishing, monitoring, and inspecting the unit's Modification Control Program. Otherwise, the single Commodity Manager should be designated in those units where assignment of a MMO is inappropriate.

2. Adverse Trends

- a. Equipment requiring modification is not identified, thus modification control records are not established for all items of equipment requiring modification.
- b. Modifications are verified as having been completed, however, physical inspection proves they were not completed.
- c. Disparities exist between the actual quantity of equipment requiring modification and quantity listed on the Commodity Managers records.

3. Solutions

- a. Improve quality control procedures.
- b. Conduct task-oriented training for supervisors.
- c. Periodic command level inspections should include comparing Commodity Manager's records to the MMO's records along with physical inspection of equipment.

4. References:

- a. MCO P4790.2_
- b. TM 4700-15/1_

CALIBRATION

1. Requirements

a. All test instruments used for the purpose of fault isolation or diagnostic testing and measurements, must be included in the unit's Calibration and Maintenance Program (CAMP) for Marine Corps Test, Measurement, and Diagnostic Equipment (TMDE). This includes radiac TMDE associated with NBC training.

b. TMDE should only be calibrated to the extent, and at the interval, necessary to adequately perform the measurement involved. The unnecessary full calibration of TMDE used for other than qualitative or quantitative measurements should be avoided.

c. All TMDE must be properly controlled and in 1 of 4 calibration statuses; calibrated, Calibration Not Required (CNR), special, or inactive.

2. Adverse Trends

a. Items are not identified to the CAMP. Conversely, items are identified which should not be included.

b. Control procedures, such as control cards, charts, or an automated system are not established or control system is not designated in writing by the command.

c. Required PM services and operational checks are not scheduled, or if scheduled, are not properly recorded and or performed. Conversely, operational checks and preventive maintenance services are unnecessarily scheduled in many cases.

d. TMDE is overdue for calibration services or listed in the wrong category.

3. Solutions

a. Conduct aggressive task-oriented training for both skill level and supervisory personnel.

b. Conduct periodic staff level inspections that include physical comparison of calibration records to TMDE. Annually, conduct an inventory to identify all TMDE, ensuring only those items requiring inclusion in the unit's CAMP are scheduled for calibration, designated CNR, Special Calibration, or "Inactive".

4. References

a. MCO 4733.1

c. MCO P4790.2_

b. TM 4700-15/1_